

# The Effect Of Customer Relationship Management Upon Consumer Preferences: An Empirical Study In Banks

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**Abstract**—The most significant findings obtained within the study are as follows: reputation and reliability of the bank, the bank's providing exceptional services to its customers in comparison to the others, the bank's offering priority to its customers while providing services, the bank employees' recognizing its customers and the customers' also recognizing the employees of the bank well, the customers' having positive discourses on the bank, high level of service quality, the satisfaction about the services provided by the bank and the satisfaction on the personal communication between the bank and the customer.

On the other hand; the adversely services of the bank are stated as follows: the bank's not benefiting from the legal processes that are acquired as a result of the services presented by the bank, the services of the bank not being well organized at all stages, the bank's being insufficient on fulfilling all given promises and on keeping the private data of the customers, the bank's not taking reasonable fees for the services provided, the bank's keeping the customers for a long time while providing services, the bank's not giving value to its customers, the non-existence of sufficient service variety, the bank's not sending the bank statement on time, the bank's not organizing its services well at all stages and the employees' not having sufficient knowledge on the services delivered.

**Keywords**—Customer Satisfaction, Customer Relationship Management, Buying Behaviour of the Consumer, Banking Sector.

## I INTRODUCTION

In an intense competitive environment, the most important goal and objective for organizations is customer and customer satisfaction. Companies also plan their production and marketing strategy upon meeting the needs of customers and on satisfying them. The performance evaluation models of companies are built on how far the customers could be satisfied and the extent of their satisfaction. The traditional indicators such as annual production,

quantity purchase, endorsement and turnover demonstrating the profitability of companies have been replaced with the criteria such as the owned and produced information, technology utilization, customer profile and their satisfaction, the quality and assurance of the manufactured products and services, customers long-term satisfaction and the contributions to the environment. In value measurements, tangible and more easily measurable criteria are replaced with less tangible or intangible; more difficult measured and modeled criteria.

Intense competition has evolved customer relationship into a project in itself. In intense competition conditions; companies not caring for the needs and desires of the customers and avoiding from these issues collapse. In order to protect market share, counteract competition or provide competitive advantages, companies have to do changes in traditional customer relationship behaviors. That is; companies should apply customer relationship management (CRM - Customer Relationship Management) which enables continuous customer monitoring, promotes customer satisfaction and ensures loyalty to increase the connection of customers with the company and to convert them into business partners. Certainly, for the success of Customer Relationship Management Strategy many factors such as the quality of the offered goods and services, the company's pricing policy, staff sensitivity and the behaviors of them, and the elaboration companies show to protect the consumers are effective (6).

Within this new insight, establishing long-term relationships with customers, converting relationships into loyalty has become the key of profitability. In this regard, banks one of the institutions operating in the service sector, communicating and interacting with their customers face to face, could create differences in intensive competition within customer relationship management applications and the individual service quality they offer to their customers. In the banking sector instead of goods services are put into the market; thus, it is very important to know how the service is perceived by the customers (19).

For the banks operating in the service sector as well, it is prominent to keep their customers in terms of long-term profitability and increase or protect their market share. Customers would prefer to remain with their banks once they have realized that it is profitable in long run.

The main objective of this study is to determine the relationship between Customer Relationship Management applied by the banks and customer satisfaction; besides it aims to indicate the interaction between customer satisfaction and the preferring rate of the bank again and the customers' appreciation behavior on the bank.

## II. CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Being able to protect the profitability and the existence of businesses is tied with to be customer-oriented and to be able to establish long-term relationships with customers. Traditional marketing approaches have been replaced with new modern marketing approaches since 1990s within the changes occurred as a result of the followings: globalization processes, the customers being more conscious and technological innovation. One of the most current issue of contemporary marketing practices is the customer relationship management (43; 38; 35).

Customer with the simplest definition is the person who buys the products or services produced by companies or the one who defines the location and position of the product or service and the one providing the most important support to companies in achieving their goals. Customer Relationship Management (CRM) is the science and art auction of acquiring new customers, supplying customer loyalty by using the information of customers and ultimately ensuring customer value (16).

CRM is a strategy developed by the businesses in order to move the profitability and income of companies and most importantly enhance customer satisfaction to the highest point.

CRM is a philosophy being customer oriented and suggesting close relationship with customers.

The advantages of CRM are as follows: providing cash flow by shortening sales cycle and market changes emerging over time, enhancing customer satisfaction due to better services, attaining customers within the proper usage of technological channels and maintaining relationship control between the third parties. Therefore, CRM can be defined as a process that aims to provide profitability.

Customer relationship is a process that meets the mutual benefit and satisfaction demand throughout the entire sales between the company and customer (41). At this course, companies being able to establish proper communication with customers will provide advantages over competitors in future. The organizations that are successful in customer

relationships will increase sales, innovations and performances.

Long-term success also depends on how the organization is perceived by the customers. In a competitive environment where customer relationship has become so much importance, the companies are forced to develop customer relationship management programs. Customer's desire personal relations and they refuse to be perceived as a member of a group. The positive relations built up with customers' turns to an important competitive tool for businesses over time. In future, it is expected that a competition occurs in customer relations as well (41).

The main purpose of CRM is to keep current customers and attract new ones by ensuring customer satisfaction. According to a study conducted in the United States the companies loses on average 50% of its customers in every five year period (9). The main tasks of the business managers not having enough sources to supply privileges for all customers is to focus on customers with the greatest value (4). For businesses, it is important to use their sources to keep the most loyal customers and to increase their shares in the area where the profitable customers exist. One of the best ways to ensure the enhancement of the market share is to apply a good customer service or CRM program. Studies indicate that ensuring a 5% decrease in the problems of the customers provides a profit for the companies changing between 25% up to 85% (26; 23; 29; 1). Therefore, it can be stated that customer satisfaction is vital for businesses. On the other hand, within CRM it is possible to supply significant advantages such as identifying the potential profitable customers and attaining them with more accurate, effective and less costly methods and etc. for the managers of businesses (56).

In Customer relationships, at the point where the customers and workers are coming face to face has great importance. To promote the authority and responsibility of the staffs who encounter with the customer face to face is vital for the success of the company's institutionalization process (41). CRM is an approach that aims to understand customer behaviour differentiated from one another and the value of different customers, to obtain information about customers and to increase the effectiveness of the obtained information (38).

CRM, even though is detected as a step taken by large companies towards the usage of modern technologies; in fact, is a strategy that aims to settle the customer in all stages of the company and convince all staffs of the company from the lowest one to the highest managers to be customer-focused (12; 9). As a result CRM is "serving right goods or services to the right customer; at the right time, price and spot."

## III. THE EFFECT OF CRM UPON THE BUYING BEHAVIOUR OF CONSUMERS

As the products and services offered all around the world and the our country are increased in terms

of number and types, the satisfaction and loyalty of the customers being faced with more options is a key element in the success of businesses. The most important competitive advantages for businesses are analyzing the information gathered on the customers and producing the goods and services that could be demanded by the customers. In this context, the demands, expectations and behaviors of the customers should be analyzed and accordingly the businesses should estimate on which products or services the buying behaviors of the customers are concentrated on. With reference to this, it could be stated that CRM has significant effects during the production stages and the strengthening of the ties between the businesses and the customers and the ensuring of the loyalty. The effective CRM strategies applied by business and some of the effects of these strategies upon consumers' buying behaviors are as follows (45; 50):

- CRM provides a contribution of 10% to 20% recovery of the customers being abandoned
- The effect of CRM on creating customer loyalty ranges from 15% to 20%
- The contribution of CRM upon finding new customer ranges from 3% to 4%
- The contribution of CRM upon cross-selling ranges from 2% to 3%

Within CRM application the loss of customers is minimized; consequently, the inefficiencies in sales process are eliminated and the sales process improvement possibility (10) is ensured. CRM enables business to recognize its customers individually and provides the opportunity of producing products towards them; it offers flexible service agreements and develops new products in accordance with the needs of the customers.

Within the detailed information obtained on the wishes and needs of the customers by the businesses through CRM together with the addition of social proximity set up with the customer; it is possible to develop products and services carrying out the specific features, needs and desires of the customers. In this case, the customers obtaining the intended products and services easily as a result of the reckoning of their desires and needs will be aware of the importance given to them and continue its relationship with the company (46). The information obtaining or researching process which has so much importance for the businesses is ongoing before purchasing, during and even after the purchase no matter whether the customers are aware of this or not (7).

The more the customer satisfaction is increased as a result of the experiences obtained through the relationship between the customer and businesses, the more the customer loyalty level is increased (2). The intention of buying again and the admiration for

the bank could be considered as an important indicator for customer loyalty towards the bank.

Studies have emerged that the key determinant to increase loyalty between customer and businesses is confidence (20; 17). Of course; for the provision of trust towards a company, the employees of it have very important roles, and sometimes this trust is even more effective than the confidence towards the company itself and it is observed that this effects the repurchase intention of the customer, the loyalty of them towards the company and the willingness to continue to use the products of the company as well. According to a study conducted in the service sector in Turkey, it has been observed that trust in employees and employees satisfaction provides company satisfaction (53; 24). The company satisfaction of the customers ensures positive word-of-mouth advertising about the company and it increases customer loyalty towards the company.

The customers as a result of having a long-term relationship with the bank or due to being valuable customers get special interest advantages such as having priorities or getting some economic advantages which are not being offered by other banks (21; 47). Even though, some studies in retail banking literature have shown that there is no significant relationship between special interest and customer satisfaction (33), according to marketing science it could be indicated that special interest to the customers effects customer satisfaction positively.

In competitive environment, it has become a strategic imperative in today's market to ensure customer satisfaction, retain customers and confirm customer loyalty. Loyal customer adhere the company for many years without leaving it, compared to others they purchase the products of the company they are loyal more and frequently, they show less price sensitivity, they are not keen on competing firms, they do the ads of the company by speaking positively and pay more for qualified services and products. Besides, compared to the newly acquired customers, it costs lower to serve the loyal customers (25; 36). Therefore, loyal customer has always more importance than ever. In fact, an important part of customer relationship management relational marketing and news marketing approaches is based on the benefits of winning loyal customers (33).

Customer relationship management and relational marketing applications increases the interaction between the bank and customer and enables the development of positive feelings towards the bank, thereby customer satisfaction and the strength of the relationship between the customer and the bank will have been enhanced (5; 15). Besides, studies indicate that the relationships established with banks are important for customer (40).

Walsh et al. (2004) describes relational marketing in retail banking as attracting more profitable customers, developing relationships with them and carry out activities to retain them. In today's

competitive environment, it is very hard to retain profitable customers because rival firms as well offer special services to gain the mentioned valuable customers and retain them (28).

A large number of empirical studies emphasize the benefits customer obtain as a result of the long-term relationship established with a certain service provider (51; 21; 27; 47; 55; 44; 24; 14; 31; 11; 42). Gwinner et al. (1998) specify that the people having long term relationship with service suppliers not only expect qualified services but also have other expectations except for this as well. Relational benefits dimensions suggest by Gwinner et al. (1998) are trust, social benefits and special interests (33). Institutionalization and institutional infrastructure which significantly affects customer preferences and shapes it could also be specified as another factor.

**Special Interest:** It can be defined as any privileges that are provided to loyal and private customers. Customer interest shown to customers is the main motive in development of a long-term relationship with a service provider. Customers supplying higher efficiency or incomes for the Bank expect particular interest.

**Trust:** Trust in banking, means that service performance is reliable. The following examples could be given as samples for trust: the serving staffs fulfilling the services carried out for the first time correctly, not giving false invoices, not depositing to false accounts, doing the works on time and so on (52). Berty (1996) also has stated that trust could be seen as a powerful marketing tool for businesses. In marketing, trust is expressed as the key variable in the relationships between the customer and seller (37).

**Social Benefit:** It can be described as the customer's being recognized personally during the direct relationship with the employees of the bank and as the positive feeling of being comfortable, happy and behaving as if being home due to the social relations between the employees and the customers. This benefit type is more effective especially for the situations where personal relationship between customers and bank employees is intense. However; in such cases, customer loyalty can be towards the employees providing the service rather than the bank itself (33).

**Institutionalization:** The challenging, imitation and / or normative pressures around the businesses force them to be institutionalized and adapt to the environment (18). Institutionalization can be seen as an attempt to adapt the environment. Researchers such as Hall (1976), DiMaggio and Powell (1983), Meyer and Rowan (1977) and Zucker (1977) have demonstrated that institutionalization is effective on the structures of businesses. Institutionalization; is the emergence of regular, stable and socially integrated structure from unstable or loosely organized, narrow technical activities (32; 57; 13; 48; 49; 3). The more business are institutionalized the more they develop a

specific character and promote distinctive capabilities. The institutionalization of the business increases the capacity, ensures growth and also may provide a prolonged life. The forming concepts of institutionalization may be specified as follows; formalization, autonomy, professionalism, cultural power, transparency, social responsibility and consistency (3).

#### IV. THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT UPON CONSUMER PREFERENCES: AN EMPIRICAL STUDY IN BANKS

##### 1. Objective of the Research

Customer relationship management is a marketing strategy utilized by many organizations. The customers being connected with the company ensure customer loyalty; thus, they enhance the potential of competitiveness and profitability. With this regard, the main objective of the research is to determine whether there is a relationship between CRM services provided by the banks at the province of Bingöl and customer satisfaction or not. The research is regarded with the aspects such as trust, social benefit, special interest and institutionalization.

The secondary goals of the research are as follows;

The effect of the elements the customers consider while receiving services upon the selection of the bank once more

The determination of the importance rate of the factors regarding the bank and CRM applications that affect the purchasing level of the customers

Identifying the relationship between the satisfaction on the services received and the income level of the customers

The determination of whether the satisfaction on the services differs according to customer types or not.

##### 2. Method of Research

The research has been applied to customers receiving services from commercial bank branches operating in Bingöl province. During the research as data collection method questionnaires have been applied. Except for the questions indicating demographic features for all the other questions a 5-point *Likert scale* question types have been utilized and the customers were asked to evaluate the expressions stated at the Likert scale questionnaire for the banks they get services frequently. The five-level Likert scales are shaped as follows: 1- Strongly disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, and 5- Strongly agree. Customer satisfaction, the approval of the bank or appreciation scales are taken from Mols's (1998) studies, relational benefit scale is taken from Molina's et al. (2007) studies. As the institutionalization factor affects regional and customer preferences significantly it has been added to the studies of Mols and Molina et al.

The data required for the research has been gathered through face-to-face interview and the usage of questionnaires. Face-to-face interview has been preferred as the response rate is higher and it supplies data gathering advantages through observation. Thus, the reactions of the participants related to the subject are monitored and the opportunity to get the recommendations of the participants is provided as well. For the evaluation of the results of the questionnaires the SPSS for Windows 21.0 version has been used. All the questions in the questionnaire have been coded, and later on the data forms of replies has been arranged and entered in the program in order to provide analysis opportunity. The reliability analysis (Cronbach's alpha) scale of the study has been measured and the results has been determined as 0.897. The Cronbach's alpha value of the questionnaire is above the value adopted in social sciences (30). That is; it is obvious the scale being used is reliable. The hypotheses on the relationships between variables have been tested by correlation and chi-square analysis. In the questionnaire form, the significance analysis ( $p < 0.050$ ) of the five scales such

Figure 1: Model of the study



The following hypotheses have been developed within this study:

**H<sub>1</sub>:** There is a positive relationship between customer satisfaction and the preference of the bank again.

**H<sub>2</sub>:** There is a positive relationship between customer satisfaction and the appreciation towards the bank

**H<sub>3</sub>:** There is a positive relationship between special attention being shown and customer satisfaction

## 5. Evaluation of the Research Findings

as customer satisfaction, admiration, preference of the bank again, social benefits, and institutionalization have been tested in terms of significance level.

### 3. Sample Size Determination

The main mass of the research is consisted of the customers work with the banks operating at the center of the province and the districts. At the centre of Bingöl 7 banks and 2 financial institutions are available. The questionnaires are applied at the banks in the center of Bingöl province within random sampling.

### 4. Model of the Research and Hypotheses

The model of the research has been created through the results obtained within literature search. At the model shown in Figure 1 it is suggested that there is a relationship between the dimensions such as trust, special interest, social benefit and institutionalization; and customer satisfaction; besides there is a connection between customer satisfaction and appreciation or admiration of the bank and the preference of the bank again as well.

**H<sub>4</sub>:** There is a positive relationship between customer satisfaction and social benefit.

**H<sub>5</sub>:** There is a positive relationship between customer satisfaction and the confidence towards the Bank.

**H<sub>6</sub>:** There is a positive relationship between the income level of the customers and customer satisfaction.

**H<sub>7</sub>:** There is a positive relationship between customer satisfaction and institutionalization.

**H<sub>8</sub>:** There is a positive relationship between customer satisfaction and customer type.

**Table 1:** General Profile of the Sample

Gender	Frequency	Rate	Marital Status	Frequency	Rate
Male	243	62,3	Married	278	71,3
Female	147	37,7	Single	112	28,7
Total	390	100	Total	193	100
Occupational Status	Frequency	Rate	Education Status	Frequency	Rate
Officer	91	23,3	Primary School	196	50,2
Worker	13	3,3	High School	128	32,8
Tradesman	83	21,3	Associate Degree Programs + Faculty	53	13,7
Self-employed	120	30,8	Illiterate	13	3,3
Housewife	27	6,9	Total	390	100
Student	25	6,4	Age	Frequency	Rate
Retired	12	3,1	18-25	58	14,9
Unemployed	19	4,9	26-35	61	15,6
Total	390	100	36-45	59	15,2
Income of the Family	Frequency	Rate	46-55	64	16,4
0-1000 TL	81	20,8	56 and up	148	37,9
1001-1500 ₺	52	13,3	Total	390	100
1501-2500 ₺	45	11,5	Customer Type	Frequency	Rate
2501-4000 ₺	62	15,9	Individual	172	44,1
4001 ₺ and up	150	38,5	Commercial	218	55,9
Total	390	100	Total	390	100

The demographic characteristics of the participants are shown in Table 1. While 62,3% of the 390 participants who use bank branches to perform banking transactions are men; 37,4% of them are women. The occupational status is as follows: 30.8% of the participants are self-employed, 23.3% of them civil servants, 21.3% of them are tradesmen and the rest of them are housewives, students, unemployed, workers and retired people. Analyzing the monthly income of the participants, it is apparent that the ones (38, 5%) earning 4001 ₺ and above have the highest rates and the other groups are close to one another. A significant number of the respondents

(71.3%) are married. When education status is evaluated; it is seen that a significant portion of the respondents (50.2%) are consisting of primary school graduates. Considering the age range of the respondents; it is observed that approximately 37.9% of the participants are 56 or above. The customer type of the participants generally consists of commercial customers (55.9%).

Briefly, it can be stated that a significant number of respondents are male, self-employed, with an income over 4001 ₺, married, primary school graduates, 56 years old and are consisting of commercial customers (Table 1).

**Table 2:** Trust Status of the Customers towards the Bank

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
The Bank's reputation and reliability is important for me	5,1	4,1	4,6	23,1	63,1
It is crucial that my Bank provide open and reasonable services	4,1	15,3	10,8	34,9	34,9
I trust my bank as it completes its work perfectly	7,7	21,8	11,0	31,0	28,5
The bank does not benefit from the legal substances that may turn in favour of the bank	23,6	30,0	23,8	11,0	11,6
All of services the bank presents are well organized at each stages	10,3	27,7	24,4	25,1	12,5
It is prominent for the bank to retain customers	15,4	10,5	18,2	39,7	16,2
Diversification and excellence of banking services is important	10,0	30,3	19,2	31,5	9,0
The bank's after-sales service and its attention to the customer is constantly	9,0	26,4	22,3	28,7	13,6
The bank fulfils the promises and commitments it has given to its customers	7,7	25,1	29,5	25,1	12,6
Customers' personal information is kept confidential	22,7	32,6	14,6	22,1	8,2

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

While evaluating the trust status of the customers towards the bank; it is observed that the bank's credibility and reliability is regarded as the most important factor (86.2% of the respondents have stated that they agree + strongly agree). The bank's providing open and reasonable services statement has been indicated as the second prominent factor

with the ratio 69.8% (34.9% agree + 34.9% strongly agree). The statement "Customers' personal information is kept confidential" has been found negatively and the ratio of the statement is 55.3% with a negative approach. Thus, the customers of banks have reported that their personal information is not kept confidential.

**Table 3: The Interest Status of the Bank towards its Customers**

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Customers are given value	4,9	24,6	15,4	45,6	9,5
The complaints of customers are taken into account	5,6	25,2	11,5	48,5	9,2
The profitability of customers is heeded	8,2	20,8	17,2	42,0	11,8
Automation program is used for customer tracking	14,1	13,8	26,4	38,0	7,7
Customers should be separated according to their income levels	14,4	26,4	24,9	22,8	11,5
All customers have the same significance	15,4	19,2	26,7	26,4	12,3
It is in a close relationship with its customers	8,8	23,8	25,1	25,4	16,9
Customers are offered well services constantly	13,3	31,6	25,1	24,1	5,9
Employees are assisting customers	5,4	14,9	7,9	53,1	18,7
My bank offers exceptional service to me compared to other customers	6,4	7,2	7,9	30,3	48,2
My bank is providing priority to me while receiving services	8,2	11,0	9,5	36,7	34,6
My bank provides a first class service	13,1	16,4	11,8	34,1	24,6
My bank recommends me private services	16,2	18,2	14,9	29,2	21,5
I get special treatment - supplying me advantageous- from my bank	16,9	18,8	16,4	27,9	20,0
I get a higher interest rate than that applied to regular customer of my bank	18,7	17,3	17,7	27,4	18,9
I am aware of the offered services developed newly	9,5	12,3	8,2	34,4	35,6
The relevant branches of the bank having consulting departments affects my choices	15,1	20,0	10,5	24,1	30,3
The bank's remembering and celebrating its customer's special occasions such as birthday, wedding anniversary and etc. is effective in the preference of the bank again	18,4	20,8	14,6	24,9	21,3
The communication possibility with the relevant branch authorities of the bank whenever requested is effective for the preference of the bank again	11,3	14,9	11,0	33,1	29,7
Classification of the customers based on previous buying behaviour is effective in the preference of the bank again	13,8	17,3	13,6	30,0	25,3
The bank supplying a sufficient degree of technical support to its customers is effective in preference again	20,0	17,2	13,3	23,1	26,4

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

Considering the interest status of the bank towards its customers; offering privileged services (78.5%) to its customers has been regarded as the best services of the bank. The other factors according to their importance level are listed as follows: the employees assisting their customers has a ratio of 71.8%, providing priority its customers while retrieving services from the bank has a ratio of 71.3%, being aware of the offered services developed newly has a ratio of 70% and the communication possibility with the relevant branch authorities of the bank whenever requested has a ratio of % 62.8. The statements mentioned above have been seen as very important by customers.

The bank's providing first-class services (58.7%), showing special treatments that provide benefits for the customers (57.9%), taking into account the complaints of its customers (57.7%), classifying its customers based on their previous buying behaviors (55.3%), giving value to its customers (55,1 %), the availability of counseling departments at the relevant branches of the bank (54.4%), heeding the profitability of its customers (53.8%) and the bank's recommending private services to its customers (50.7%) have been indicated as secondary importance.

Presenting well services to its customers constantly (44.9%) and disaggregating its customers according to their income levels (40.8%) have been shown as the least important factors. The bank's

customer's birthday, to remember the wedding anniversary so special occasion and the celebration of 39.2%, the bank's supplying a sufficient degree of technical support to its customers (37.2%), the implementation of higher interest rates to private customers of the bank (36.0%), all of the customers having the same importance (34.6%), the bank's being in a close relationship with its customers (32.6%) and the usage of automation program for customer tracking (27.9%) have been specified as the most insignificant factors (Table 3).

**Table 4: The Social Status and Social Benefits Provided by the Bank**

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Employees of the bank recognize me	5,1	4,1	4,6	23,1	63,1
I know well the bank employees	4,1	15,3	10,8	34,9	34,9
Bank employees call me by my first name (they know me personally)	6,7	17,9	10,8	31,3	33,3
I have a friendship with the Bank's employees	7,7	21,8	11,0	31,0	28,5
The Bank's providing flexibility and facilities in payment are effective in the preference again	11,8	24,9	10,5	23,6	29,2
The presence of the practices such as non-branch banking is effective in the preference of the bank again	18,7	17,9	16,4	22,9	24,1

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

According to the factor social status and social benefits provided by the Bank; the most important elements are listed as follows: the employees of the bank recognize the customers (86.2%), the customers recognizing the employees of the bank well (69.8%) and the employees of the bank calling their customers with their first names (64.4%).

The second degree factors of social status and social benefits provided by the bank in terms of

importance are specified as follows: having a friendship with the employees of the bank (59.5%) and flexibility and facilities supplied by the bank during payment (52.8%).

The most insignificant factor of social status and social benefits provided by the bank in terms of importance is the presence of non-branch banking practices (36.6 %.)

**Table 5: The Institutionalization Status of the Bank**

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
The bank is clean and tidy	5,6	16,2	19,2	34,4	24,6
The bank takes reasonable fees for the services it provides	15,9	24,0	21,1	22,3	16,7
The customers are not kept very much while fulfilling their banking processes	15,4	27,4	21,8	24,4	11,0
The bank supplies value for its customers	14,6	25,9	24,1	26,4	9,0
There is sufficient service diversity	13,3	19,8	26,9	31,5	8,5
The bank utilizes from advanced technology	13,3	19,5	17,8	31,5	17,9
The bank sends extract of the accounts on time	14,9	24,4	16,7	24,9	19,1
All services of the bank are well organized at each stage	10,3	27,7	24,4	25,1	12,5
Employees behave positively towards the customers	8,2	16,9	13,3	45,1	16,4
The knowledge of the employees is sufficient	8,0	21,5	24,6	32,3	13,6
Employees understand the needs of the customers	6,4	21,8	26,2	32,6	13,0
Employees have sufficient information on the services being delivered	11,0	22,3	32,3	25,4	9,0
Automation program is used for customer tracking	14,1	13,8	26,4	38,0	7,7
The bank updates customer information	4,6	20,3	34,1	31,0	10,0
The effectiveness CRM implementations of the bank is effective in the preference of the bank again	11,0	10,8	9,5	32,8	35,9
The bank having extensive branch network is effective in the preference of the bank again	9,0	10,0	7,4	24,1	49,5
The bank having sufficient number of ATM at the city center is effective in the preference of the bank again	9,5	11,0	10,5	29,3	39,7
The banks providing electronic banking services such as EFT transactions and other online banking processes is effective in the preference of the bank again	11,5	14,6	10,8	26,7	36,4
As the bank has widespread automatic bill payment system for electricity, water, telephone, etc. it is preferred again	14,1	17,4	15,1	24,9	28,5
Having a call center providing banking services 24 hours 7 days of a week is effective for the preference of the bank again	17,4	13,1	17,7	25,4	26,4
Having accessible and easily usability internet banking applications are effective in the preference again	15,9	16,7	19,5	36,4	11,5
Offering mobile phone banking services is effective in the preference of the bank again	16,2	17,7	18,7	23,8	23,6
The internet, television, radio and so on ads of the banks in the media are effective in the preference of the bank again	15,6	17,4	21,0	28,3	17,7

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

The most important element of the situation regarding institutionalization and organizational structure of the Bank is having extensive branch network (73.6%). Having sufficient number of ATM at the city center has been stated as 69%, the effectiveness of the CRM applications of the bank has been stated as 68.7%, offering electronic banking services such as EFT and other online transactions has been stated as 63.1% and the employees' behaving positively towards the customers has been stated as 61.5%. The above mentioned factors are considered as very important.

The second degree factors on institutionalization statuses of the bank in terms of importance are specified as follows: The bank being clean and tidy (59%), having automatic payment system for electricity, water, telephone and etc. Bills

(53.4%) and having a call center providing banking services for 24 hours 7 days of a week (51.8%).

The most insignificant factors of institutionalization status of the bank in terms of importance are stated as follows: The customers not being kept too much while fulfilling their banking processes (42, 8%), giving value to its customers (40,5%), taking reasonable fees for the services being provided (39,9%), sending extract of the accounts on time (39,3%), all services of the bank being well organized at each stage (38%), offering mobile banking services (33,9%), the employees of the bank having sufficient information on the services being provided (33,3%), having sufficient service diversity (33,2%), the internet, television, radio and so on ads of the banks taking place on the media (33%), utilizing from advanced technology (32,8%), having accessible and easily usability internet banking applications



(32,6%), the employees having sufficient knowledge (29,5%), the employees understanding the needs of the customers (28,2%), automation program being

used for customer tracking (27,9%) and updating the information on customers (24,9%).

**Table 6: Statements on Customer Satisfaction**

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
Service quality is high	5,6	15,3	10,8	33,3	34,9
The bank informs its customers on the developments and innovations	6,7	17,9	10,8	31,3	33,3
The bank assists its customers to overcome their problems	7,7	21,8	11,0	31,0	28,5
The demands are fulfilled on time	5,4	20,7	17,9	26,7	29,3
The promises are kept	7,7	25,1	21,1	22,3	23,8
The employees do not discuss with the customer in case of dispute	9,7	27,4	23,1	24,4	15,4
Employees listen to the complaints of the customer and answer them in a satisfactory manner	10,8	24,8	28,4	27,2	8,8
Customers' needs are met	11,3	27,2	25,4	26,4	9,7
The bank gives feedbacks regarded to the services provided by the bank and informs the customers	19,8	17,8	15,6	27,7	19,1
I am very pleased with the services provided by my bank	5,9	9,5	8,7	31,3	44,6
I am very pleased with the communicate between me and my Bank	8,7	11,3	9,7	29,3	41,0
My bank meets my expectations that I expect from a good bank	12,6	14,6	10,0	25,1	37,7
My Bank is very close to be an ideal bank	14,6	16,7	12,1	24,8	31,8
Awarding my special occasions such as Christmas and so on in different forms is effective in preferences again	31,5	24,9	5,6	15,2	22,8

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

Evaluating the statements on customer satisfaction the most important element is the customers' being pleased with the services provided by their bank (75, 9%). The other important factors related to customer satisfaction are as follows: The efficacy of the personal communication between the bank and the customers (70, 3%), the service quality being high (68.2%), the bank informing its customers on the developments and innovations (64.6%), and meeting the expectations of the customers (62.8%).

The secondary importance factors on customer satisfaction are listed as follows: Assisting its customers to overcome shortages (59.5%), being an ideal bank (56.6%) and fulfilling the demands of its customer on time (56.0%).

The most insignificant factors on customer satisfaction is stated as awarding the customers in different forms on special occasions such as Christmas and so on (56,4%). The ratio of the respondents that strong disagree and disagree is 56,4%. The other insignificant factors related to customer satisfaction are as follows: Not meeting the needs of the customers (% 38.5), giving feedbacks regarded to the services provided by the bank (37.6%), the employees not discussing with the customer in case of dispute (37.1%), the employees listening to the complaints of the customer and replying them in a satisfactory manner (35.6%) and keeping the words and promises given (32.8%) (Table 6).

**Table 7: The Admiration Distributions of the Bank Being Worked with**

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
The reputation and reliability of the bank are important for me.	5,1	4,1	4,6	30,8	55,4
I state positive things about my bank	5,1	15,3	10,8	33,8	34,9
I would recommend my bank to the ones asking my thoughts.	6,7	17,9	10,8	31,3	33,3
I would encourage my acquaintance to use my bank.	7,7	21,8	11,0	31,0	28,5
The bank's does not benefit from the legal processes that are acquired as a result of the services presented by the bank.	23,6	30,0	23,8	11,0	11,6
All services presented by the bank are well organized at each stage	10,3	27,7	24,4	25,1	12,5

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

The most important factor for the appreciation & admiration of the bank and the recommendation of the bank to someone else is the reputation and reliability of the bank being high (86, 2%). The other important factors are listed as follows: the customers expressing positive things on the bank (68, 7%), and the customers recommending their bank to other people (64.6%).

The secondary importance factor on the appreciation & admiration of the bank and the

recommendation of the bank to someone else has been stated as encouraging the acquaintance to use the bank (59, 5%).

The most insignificant factor on the appreciation & admiration of the bank and the recommendation of the bank to someone else is stated as the bank's not benefitting from the legal processes that are acquired as a result of the services presented by the bank (53, 6%). The customers have the most complained about this factor. The other

insignificant factors related to appreciation & admiration of the bank and the recommendation of the bank to someone else are as follows: All services

presented by the bank being well organized at each stage (38%). Customers were sceptical towards the banks they have preferred on this issue (Table 7).

**Table 8: The Status of Preferring the Bank Again**

	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
I plan to sustain my relationship with my bank in the future as well.	5,1	4,1	4,6	28,2	57,9
I consider developing my business with my bank.	4,1	15,3	10,8	34,9	34,9
I consider reducing my business with my bank.	7,2	17,9	10,8	30,8	33,3

(1 strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 strongly agree is indicated)

The most important factors for the preference of the bank again are emerged as follows: The customers' planning to sustain their relationship with their bank in the future as well (86,1%) and considering the development of business with the

bank (69,8%). Generally, the customers prefer more the banks they have worked with. The statement "I consider reducing my business with my bank." with the ratio 64, 1% has regarded significantly (Table 8).

**Table 9: The Confidence Status of the Customers towards Their Banks**

Variables Related to the Confidence Status of the Customers towards their Banks	Correlation Value*	Result
The reputation and reliability of the bank are important for me.	0,000	Acceptance
The Bank's providing open and reasonable services is crucial.	0,017	Acceptance
I trust my bank as it fulfils its works completely.	0,012	Acceptance
The bank does not benefit from the legal processes that are acquired as a result of the services presented by the bank.	0,117	Rejection
All services of the bank are well organized at each stage.	0,072	Rejection
It is important for the bank to retain customers.	0,023	Acceptance
Diversification and excellence of banking services are important.	0,045	Acceptance
The Bank's after-sales service and interest towards the customer is constantly.	0,040	Acceptance
The bank fulfils the promises and words given to the customers.	0,063	Rejection
Customers' personal information is kept confidential.	0,058	Rejection

(\*P ≤ 0,050)

The importance of the reputation and reliability of the Bank has emerged very significantly.

The following statements have emerged positively: The bank's fulfilling its works completely, providing open and reasonable services, the importance of retaining customers, the bank's after-sales services and continues interest towards the customer, and diversification and excellence of banking services.

The following statements have been regarded negatively: The bank's not benefitting from the legal

processes that are acquired as a result of the services presented by the bank, all services of the bank being well organized at each stage, fulfilling the promises and words given to the customers and keeping customers' personal information confidential.

6 out of 10 factors related to confidence status of the customers towards their banks have been regarded; while 4 factors have been specified insignificant. Generally, it has been emerged that the customers trust to the banks they work with.

**Table 10: Status of Interest Shown by Banks towards their Customers**

Variables Related to the Status of Interest Shown by Banks towards their Customers	Correlation Value*	Result
Customers are given value.	0,035	Acceptance
The complaints of the customers are taken into account.	0,040	Acceptance
Customer profitability is heeded.	0,045	Acceptance
Automation system is utilized for customer tracking.	0,050	Acceptance
The customers should be separated according to their income levels.	0,065	Rejection
All of the customers have the same significance.	0,072	Rejection
It is in close relationship with its customers.	0,050	Acceptance
Customers are constantly offered well services.	0,115	Rejection
Employees are assisting the customers.	0,020	Acceptance
Compared to other customers, my bank offers exceptional services to me.	0,001	Acceptance
While receiving services from my bank, I have priority.	0,007	Acceptance
My bank provides first class service.	0,032	Acceptance
My bank recommends me special services.	0,082	Rejection
I get special treatment - supplying me advantageous- from my bank.	0,090	Rejection
I get a higher interest rate than that applied to regular customer of my bank	0,097	Rejection
I am aware of the offered services developed newly.	0,042	Acceptance
The relevant branches of the bank having consulting departments affect my choices.	0,030	Acceptance
The bank's remembering and celebrating its customer's special occasions such as birthday, wedding anniversary and etc. is effective in the preference of the bank again.	0,108	Rejection
The communication possibility with the relevant branch authorities of the bank whenever requested is effective for the preference of the bank again.	0,022	Acceptance
Classification of the customers based on previous buying behaviour is effective in the preference of the bank again.	0,030	Acceptance
The bank supplying a sufficient degree of technical support to its customers is effective in preference again.	0,047	Acceptance

(\*P ≤ 0,050)

Providing privileged services compared to other customers and supplying priority to its customers while presenting services has emerged as very significant factors.

The following statements have been emerged positively: The communication possibility with the relevant branch authorities of the bank whenever requested, the relevant branches of the bank having consulting departments, classifying customers according to their previous buying behaviours, valuing the customers, providing first class services, taking into account the complaints of the customers, being aware of the offered services developed newly, paying attention to customer profitability, supplying a

sufficient degree of technical support to its customers, being in close relations with its customers, and utilizing automation system for customer tracking.

The following statements have emerged negatively: Separating customers according to their income levels, all of the customers having the same significance, customers being constantly offered well services, the bank's recommending me special services to the customers, getting special treatment - supplying advantageous- from the bank, receiving higher interest rate than that applied to regular customer of my bank, and remembering and celebrating its customer's special occasions such as birthday, wedding anniversary and etc.

**Table 11: The Social Status and Social Benefits Provided by the Bank**

Variables Related to the Social Status and Social Benefits Provided by the Bank	Correlation Value*	Result
The employees of the bank recognize me	0,000	Acceptance
I know the employees of the bank well	0,001	Acceptance
Bank employees call me by my first name (they know me personally)	0,014	Acceptance
I have a friendship with the Bank's employees	0,037	Acceptance
The Bank's providing flexibility and facilities in payment are effective in the preference again	0,042	Acceptance
The presence of the practices such as non-branch banking is effective in the preference of the bank again	0,061	Rejection

(\*P ≤ 0,050)

The employees of the bank recognizing the customers and the customers having well relations with the employees are found very meaningful.

The followings are emerged as significant: Bank employees calling the customers by their first names (the employees know the customers

personally), having friendships with the bank's employees, and the bank's providing flexibility and facilities in payment.

The presence of the practices such as non-branch banking has been found insignificant.

**Table 12: The Institutionalization Status of the Bank**

Variables Related to Institutionalization Status of the Bank	Correlation Value*	Result
The bank is clean and tidy	0,010	Acceptance
The bank takes reasonable fees for the services it provides	0,053	Rejection
The customers are not kept very much while fulfilling their banking processes	0,078	Rejection
The bank supplies value for its customers	0,116	Rejection
There is sufficient service diversity	0,055	Rejection
The bank utilizes from advanced technology	0,047	Acceptance
The bank sends extract of the accounts on time	0,052	Rejection
All services of the bank are well organized at each stage	0,051	Rejection
Employees behave positively towards the customers	0,009	Acceptance
The knowledge of the employees is sufficient	0,043	Acceptance
Employees understand the needs of the customers	0,022	Acceptance
Employees have sufficient information on the services being delivered	0,063	Rejection
Automation program is used for customer tracking	0,044	Acceptance
The bank updates customer information	0,040	Acceptance
The effectiveness CRM implementations of the bank is effective in the preference of the bank again	0,001	Acceptance
The bank having extensive branch network is effective in the preference of the bank again	0,000	Acceptance
The bank having sufficient number of ATM at the city center is effective in the preference of the bank again	0,000	Acceptance
The banks providing electronic banking services such as EFT transactions and other online banking processes is effective in the preference of the bank again	0,004	Acceptance
As the bank has widespread automatic bill payment system for electricity, water, telephone, etc. it is preferred again	0,015	Acceptance
Having a call center providing banking services 24 hours 7 days of a week is effective for the preference of the bank again	0,020	Acceptance
Having accessible and easily usability internet banking applications are effective in the preference again	0,048	Acceptance
Offering mobile phone banking services is effective in the preference of the bank again	0,032	Acceptance
The internet, television, radio and so on ads of the banks in the media are effective in the preference of the bank again	0,045	Acceptance

(\*P ≤ 0,050)

The very significant factors are as follows: Having extensive branch network, having sufficient number of ATM at the city center, the effectiveness CRM implementations of the bank, providing electronic banking services such as EFT transactions and other online banking processes, the employees

behaving positively towards the customers, and the bank being clean and tidy.

The stated significant factors are as follows: Having widespread automatic bill payment system for electricity, water, telephone, and so on, having a call center providing banking services 24 hours 7 days of a week, employees understanding the needs of the

customers, offering mobile phone banking services, updating customer information, the knowledge of the employees being sufficient, using automation program for customer tracking, displaying internet, television, radio and so on ads of the bank, utilizing from advanced technology, and having accessible and easily usability internet banking applications.

The pointless factors have been emerged as follows: The bank's taking reasonable fees for the

services it provides, customers not being kept very much while fulfilling their banking processes, supplying value for its customers, sending extract of the accounts on time, all services of the bank being well organized at each stage, and the employees having sufficient information on the services being delivered.

**Table 13: Statements on Customer Satisfaction**

Variables Related to Statements on Customer Satisfaction	Correlation Value*	Result
Service quality is high	0,000	Acceptance
The bank informs its customers on the developments and innovations	0,017	Acceptance
The bank assists its customers to overcome their problems	0,035	Acceptance
The demands are fulfilled on time	0,029	Acceptance
The promises are kept	0,045	Acceptance
The employees do not discuss with the customer in case of dispute	0,055	Rejection
Employees listen to the complaints of the customer and answer them in a satisfactory manner	0,070	Rejection
Customers' needs are met	0,067	Rejection
The bank gives feedbacks regarded to the services provided by the bank and informs the customers	0,060	Rejection
I am very pleased with the services provided by my bank	0,000	Acceptance
I am very pleased with the communicate between me and my Bank	0,001	Acceptance
My bank meets my expectations that I expect from a good bank	0,024	Acceptance
My Bank is very close to be an ideal bank	0,032	Acceptance
Awarding my special occasions such as Christmas and so on in different forms is effective in preferences again	0,124	Rejection

(\*P ≤ 0,050)

The very significant factors are as follows: Service quality being high, being pleased with the services provided by the bank and being pleased with the communication between the bank and its customers.

The stated significant factors are as follows: The bank's informing its customers on the developments and innovations, fulfilling the demands of the customers on time, being close to be an ideal bank,

assisting its customers to overcome their problems, and keeping the promises given.

The pointless factors have been emerged as follows: The employees not discussing with the customer in case of dispute, employees listening to the complaints of the customer and replying them in a satisfactory manner, meeting the needs of the customers, giving feedbacks regarded to the services provided by the bank and informing the customers, and awarding special occasions such as Christmas and so on in different forms.

**Table 14: The Admiration Distributions of the Bank Being Worked with**

Variables Related to The Admiration Distributions of the Bank Being Worked with	Correlation Value*	Result
The reputation and reliability of the bank are important for me.	0,000	Acceptance
I state positive things about my bank	0,000	Acceptance
I would recommend my bank to the ones asking my thoughts.	0,018	Acceptance
I would encourage my acquaintance to use my bank.	0,042	Acceptance
The bank's does not benefit from the legal processes that are acquired as a result of the services presented by the bank.	0,083	Rejection
All services presented by the bank are well organized at each stage	0,043	Acceptance

(\*P ≤ 0,050)

The most significant factors stated are as the importance of the reputation and reliability of the bank and the positive things being expressed about the bank.

The significant factors have been listed as follows: The customer's recommending his/her bank to the ones asking their thoughts, encouraging

**Table 15: The Status of Preferring the Bank Again**

Variables Related to the Status of Preferring the Bank Again	Correlation Value*	Result
I plan to sustain my relationship with my bank in the future as well.	0,001	Acceptance
I consider developing my business with my bank.	0,016	Acceptance
I consider reducing my business with my bank.	0,028	Acceptance

(\*P ≤ 0,050)

The most significant statement has been specified as "I plan to sustain my relationship with my bank in the future as well".

acquaintances to use the bank and all services presented by the bank being well organized at each stage.

The bank's not benefitting from the legal processes that are acquired as a result of the services presented by the bank has been stated as the pointless factor.

The significant factors are as follows: "I consider developing my business with my bank" and "I consider reducing my business with my bank".

## 6. Testing the Hypothesis of the Research

Chi-square analysis of the relationship between the satisfaction of the customers and preferring of the bank again has resulted as 0,032. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and preferring the bank again; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_1$  was accepted.

Chi-square analysis of the relationship between the customer satisfaction and admiration of the bank has resulted as 0,043. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and admiration of the bank; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_2$  was accepted.

Chi-square analysis of the relationship between the customer satisfaction and the interest shown by the bank towards the customer has resulted as 0,002. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and the interest shown by the bank towards the customer; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_3$  was accepted.

Chi-square analysis of the relationship between the customer satisfaction and social benefit has resulted as 0,000. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and social benefit; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_4$  was accepted.

Chi-square analysis of the relationship between the customer satisfaction and the trust towards the bank has resulted as 0,047. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and the trust towards the bank; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_5$  was accepted.

**Table 16:** The relationship between customer satisfaction and customer's income level

	Satisfied (%)	Dissatisfied (%)
0-1000 ₺	33,33	66,67
1001-1500 ₺	46,15	53,85
1501-2500 ₺	44,44	55,56
2501-4000 ₺	58,06	41,94
4001 ₺ and above	68,00	32,00
Total	53,59	46,41

Referring to the table, it is witnessed that satisfaction is increased in accordance with the income level only the group with 1001-1500 ₺ income has created a little bit difference. Chi-square analysis of the relationship between the customer satisfaction and income level of the customer has resulted as 0,001. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and

income level of the customer; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_6$  was accepted.

Chi-square analysis of the relationship between the customer satisfaction and institutionalization has resulted as 0,053. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction institutionalization; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_7$  was accepted.

**Table 17:** The relationship between customer satisfaction and customer type

	Satisfied (%)	Dissatisfied (%)
Individual	40,70	59,30
Commercial	63,76	36,24
Total	53,59	46,41

Referring to the table, it is witnessed that the commercial type customers are more satisfied from the services provided by the bank than the individual customers. The reason might be the fact that the value and importance given to commercial customer is more. Chi-square analysis of the relationship between the customer satisfaction and customer type has resulted as 0,024. As a significant relation with the 0,050 significance level has been obtained for the relationship between customer satisfaction and customer type; it is pointed out that there is a significant correlation. Therefore, the hypothesis  $H_8$  was accepted.

## V. THE CONCLUSION

As a result of the enhancement in the number of producers and the rise of the number of the customers; the distance between the producers and customers has been increased. To shorten the distance between producers and customers and to connect customers with companies one-to-one-marketing, customer focused and applications such as CRM have been implemented by the companies. As a result of the differentiation between the product, market and customer relations level; it is witnessed that the companies are oriented to the utilization of effective applications in order to gain the customers. Owing to the fact that the customers have a variety of options in terms of goods and services, the businesses seeking for adapting to the new competitive conditions are obliged to recognize the customers they have and present values towards them.

Before the customers give their decisions on the consumption of technological developments and tools, they are easily being informed in a detailed way on the features of the products and services and make a decision accordingly. It is observed that within effective CRM implementations banks supply many benefits such as customer loyalty, customer satisfaction, enhancement of profitability ratios and so on. According to the research, because of the differentiation of the product, market and customer relationship level; it is witnessed that the companies

are oriented to the usage of applications that are effective in the attainment of customer admiration.

Nowadays, business efficiency indicators are not only measured with just financial and concrete criteria; however, concepts such as quality, customer satisfaction, and customer loyalty are emerged as criteria demonstrating the struggling ability of the businesses. The competitive advantage of companies is focusing on customer loyalty.

The customer is not regarded apart from the company; it is seen as the part of it. The Customer should be regarded as the source of the life that enables the survival of the company, and should be seen as the limb. Otherwise, the business will fall and there will be destruction (6). The main issues highlighted within the research can be summarized as follows:

### 1. The most significant services;

✓ Reputation and reliability of the bank, the bank's providing exceptional services to its customers in comparison to the others, the bank's offering priority to its customers while providing services,

✓ The bank employees' recognizing its customers and the customers' also recognizing the employees of the bank well,

✓ The bank having extensive branch network, having sufficient number of ATM at the city center, effectiveness CRM implementations of the bank, providing electronic banking services such as EFT transactions and other online banking processes, the employees behaving well towards the customers, and the bank's being clean and tidy,

✓ The customer's expressing positive things on the bank,

✓ The high level of service quality, satisfaction on the services provided by the bank and satisfaction on the personnel communication between the bank and the customer have been regarded as the most important factors.

### 2. The Significant Services;

• The relationship between the bank and customers (doing the works well), the bank's fulfilling its works completely, providing open and reasonable services, the importance of retaining customers, the bank's after-sales services and continues interest towards the customer, and diversification and excellence of banking services, the complaints being evaluated on time.

• The bank's informing its customers on the developments and innovations, fulfilling the demands of the customers, fulfilling the requests on time, being very close to be an ideal bank, assisting its customers to overcome their problems, and keeping the promises given.

• Customers are being separated according to their income levels, all customers having the same significance, customers being presented well services constantly, the bank's offering exceptional service to its customers compared to others, providing special

treatments - supplying advantageous- supplying higher interest rates than that applied to regular customers, remembering and celebrating customer's special occasions such as birthday, wedding anniversary and etc.

• The customers planning to develop his/her business with the bank and reducing the works with the bank

• The customers sustaining their affairs with the bank in future as well.

• The customer's recommending his/her bank to others, encouraging acquaintances to use my bank, and all services presented by the bank being well organized at each stage,

### 3. The Adversely Services

▪ The bank's not benefiting from the legal processes that are acquired as a result of the services presented by the bank, the services of the bank not being well organized at all stages, the bank's being insufficient on fulfilling all given promises and on keeping the private data of the customers,

▪ The bank's not taking reasonable fees for the services provided, the bank's keeping the customers for a long time while providing services, the bank's not giving value to its customers, the non existence of sufficient service variety, the bank's not sending the bank statement on time, the bank's not organizing its services well at all stages and the employees' not having sufficient knowledge on the services delivered

▪ The employees not discussing with the customer in case of dispute, the employees not listening to the complaints of the customer and replying them in a satisfactory manner, not meeting the needs of the customers, not giving feedbacks regarded to the services provided by the bank, not informing the customers and not awarding them in different forms in special days such as Christmas and so on,

▪ Non existence of the practices such as non-branch banking,

▪ The bank's not benefiting from the legal processes that are acquired as a result of the services presented by the bank has been regarded as pointless.

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